

The Community Resource Kit

Guidance for people setting up and running community organisations



Section 4

Governance

THE COMMUNITY RESOURCE KIT

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Introduction

Governance is about how an organisation is run. It covers all the strategies, systems, processes and controls that enable a group to decide what it will do and to make sure it happens. Good governance is crucial for a community organisation because it enables the group to steer towards its goals (the word itself comes from the Latin *gubernare* – to steer) while making sure it is managed on day-to-day basis with these objectives in mind.

When community groups are small and members work on a voluntary basis, it's common for the same people to be involved in both leading and running the group. However, as an organisation grows, it might start to look at getting public funding or employing people. When this happens, the group will become accountable to certain stakeholders, e.g. funders, and it is important to have some separation between the leadership (governance) and the operational (or management) roles in the group.

Just as each community group is different, how it is governed will vary from group to group. There is no one perfect organisational solution. A group's governing body (its board or committee) should design an approach to governance that suits the organisation while being aware that there are some core roles and functions of governance that are common to all community organisations.

This section looks at these core roles and functions, and also covers:

- the difference between governance and management responsibilities
- the roles of office holders – treasurer, secretary, chairperson
- the extra dimensions to Māori governance
- governing body recruitment, retention, orientation, succession planning and evaluation.

Words used

Throughout this section the term 'governing body' is used, which is meant to include:

- a board – a formal structure such as a board of directors (in the case of a company)
- a committee or management committee – an informal structure such as the committee members of a society
- trustees – in the case of a charitable trust.

The word 'member' is also used occasionally to refer to the individuals that make up a governing body.

Tip: For an overview of governance and governance terms, visit Te Puni Kokiri's *Effective Governance* website – <http://governance.tpk.govt.nz/why/index.aspx>

Governance and management

Effective governance

At its core, governance is about leadership. Effective governance ensures that the organisation remains viable and thrives, improving its results (both social and financial) and making sure its assets are protected and funds are used appropriately. On the other hand, poor governance can put organisations at risk of commercial failure, financial and legal problems for directors/trustees, or may allow an organisation to lose sight of its purpose and its responsibilities to members and the people who benefit from its success.

Effectively functioning governing bodies have:

- a good mix of skills
- an effective chairperson
- committees for specialist tasks
- well-managed meetings
- dynamics that allow free expression of different perspectives – an effective chairperson, backed by a strong vision for the organisation and clear protocols, can make sure all perspectives are taken into account
- outside specialist help on some issues – this is necessary if you cannot use the organisation's staff e.g. in the case of highly sensitive matters
- good self-evaluation

Note that these points are dealt with in more detail later in this section.

Difference between governance and management

Studies of successful organisations show that effective governing bodies understand the difference between governance and management. In smaller community organisations it can be a challenge to separate issues of strategic governance from day-to-day management because there might not be many staff or members, so people perform multiple roles. However, as an organisation develops and grows, the distinction becomes increasingly important.

In basic terms, governance is the role of leading an organisation and management is its day-to-day running or operating. Governance is the job of the governing body, such as a committee or board, to provide direction, leadership and control. Management is typically the job of a management or executive team, led by a co-ordinator or chief executive and his/her staff and volunteers. The governing body's role is to oversee management, not to manage. It must be satisfied that the management team is doing its job in accordance with policy and resources.

Tip: Both the governing body and management need to be clear about their respective roles. A good rule of thumb is to always consider matters before the governing body in terms of the strategic plan and always leave the job of actually carrying out the strategic plan to the management team. For a definition of the roles of committee and co-ordinator in smaller community organisations, see: <http://www.huttcity.govt.nz/Council-Services/Community-Development/Good-Practice-Guidelines/>

Governing body/management relations

A sound relationship between the governing body and management is central to a good working relationship and ultimately to an organisation's success. Having only one direct employee – usually the chief executive or, in smaller organisations, the co-ordinator – will mean one person is in charge and accountable to the board. The chief executive should be delegated maximum authority to manage all operational matters, should employ all other staff and be responsible for the work of the staff, be they paid or unpaid volunteers.

An effective and productive governing body/chief executive relationship is built on:

- mutual respect for their separate but interdependent roles and responsibilities
- a clear definition of the results to be achieved
- clearly defined and documented delegation and authority
- mutual agreement about the boundaries of freedom granted to the chief executive to carry out his/her role and tasks
- a fair, ethical and transparent process for evaluating the chief executive's performance
- open and regular communication
- an ability to engage in robust debate and a mutual willingness to challenge and to offer and receive constructive criticism.

Extra dimensions to governing Māori organisations

Māori organisations often have particular characteristics that must be taken into account in the practice of governance.

These may include:

- **Multiple purposes** – many Māori organisations have to balance multiple purposes e.g. financial viability and social and cultural aspirations.
- **The importance of tikanga and values** – tikanga principles are often put into practice in the governing body of a Māori organisation alongside general governance principles. Many are explicitly driven by tikanga, kawa and values e.g. tangihanga and cultural leave policies. Cultural considerations will sometimes take precedence over purely economic factors. Māori organisations may also have a Māori dimension in their procedures e.g. the use of te reo Māori, mihi, karakia, koha, manaakitanga, whanaungatanga, regular consultation hui, etc.
- **Long-term view** – many Māori organisations have a long-term view of their future e.g. in strategic planning, a 25-year view or longer may be taken.
- **Appointment of governing members** – rather than being a skill-based selection, governing body appointments in Māori organisations may be influenced by other factors, such as whakapapa, tikanga (e.g. appointing a rangatira or respected elder), whanaungatanga (e.g. appointing a relative).
- **Governing body dynamics** – the dynamics around the governing body table of a Māori organisation can be influenced by factors such as the importance of tikanga and values, a long-term view, use of Māori terms, etc.
- **Involving owners in decision-making** – governing bodies of Māori organisations may be required to undertake a higher level of consultation.
- **Te Tiriti o Waitangi** – many Māori organisations refer to the Treaty of Waitangi in their mission/vision statements and core legal documents.
- **Use of Māori terms** – the use of te reo Māori (e.g. constitutions in te reo) can lead to difficulties in interpretation. Clear definitions/translations may be required to overcome this.

Tip: For more information on the extra dimensions of governing Māori organisations, visit Te Puni Kōkiri's Effective Governance website: <http://governance.tpk.govt.nz/why/dimensions.aspx>

The website also has 30 case studies of Māori organisations that have shared their knowledge and experience of governance. Visit: <http://www.governance.tpk.govt.nz/share/casestudies.aspx> .

Roles and functions of a governing body

While the model of governance may vary for each group, there are common core roles and functions of governance that need to be considered by every group.

Core roles

The core roles of a governing body include:

- guardian of group values – making sure the organisation's members are aware of the values, mission and priorities, and that these are not undermined
- facilitator – fostering relationships with key stakeholders
- political advocate – keeping in touch with local and central bodies, including politicians and MPs
- buffer – monitoring and responding to any potential differences of opinion or causes of conflict e.g. between Government and organisational interests.

Core functions

The core functions of a governing body include:

- setting and monitoring the organisation's mission, purpose, direction, priorities and strategies within the boundaries of its constitution and legal obligations
- regularly scanning the environment in which the organisation operates to ensure that what it's attempting to achieve remains relevant and achievable
- specifying key outcomes and ensuring there are adequate resources – people and finances – to achieve these
- monitoring the organisation's programmes and services
- actively involving key stakeholders in setting and monitoring the organisation's mission, etc, maintaining positive relationships with them and developing policies that best serve their needs
- appointing and supporting the chief executive, evaluating his/her performance and rewarding or replacing him/her as necessary
- being accountable to the organisation's funders and/or owners
- risk management
- ensuring the governing body complies with all legal requirements and with the governing body's own policies
- influencing decisions and finances
- reporting, at least annually, to stakeholders
- setting standards for and evaluating its own governance performance
- maintaining a governing body succession plan.

Tip: For further details on these core functions, see *Getting on Board*, available from: <http://www.creativenz.govt.nz> , and *Nine Steps to Effective Governance*, from: <http://www.sparc.org.nz> .

Setting strategic direction and strategies

A governing body's most important role is setting the long-term direction for the organisation, i.e. its mission and vision. The mission of the organisation relates to why it exists, while the vision relates to the long-term view of where the organisation sees itself in the future and what it wants to achieve.

Once the governing body has set the mission and vision for the organisation, it will work together with management and other stakeholders on strategic planning – planning the strategies that will take the organisation towards that vision. Strategic plans are long-range, at least five years, and cover things like financials, staffing, marketing, communications, etc.

Tip: More complete information on strategic planning can be found in Section 2 – Planning.

Stakeholder relations

Stakeholders are people – both inside and outside an organisation – who have an interest in the organisation, e.g. customers, employees, board members, shareholders, public. As part of good governance, all stakeholders should be consulted so their expectations and requirements can be identified. Stakeholders shouldn't necessarily determine the group's overall strategy or drive the governing body's decision-making, but they should be involved when the group plans its direction and priorities.

Recruiting and evaluating the chief executive

Recruitment

The governing body is responsible for appointing the chief executive and monitoring his/her performance against agreed targets and indicators. The qualities and skills the governing body should look for will vary from group to group depending on its circumstances and strategic direction. For example, some people will be better at starting up a new organisation and others at working with one that wants to expand its services.

The keys to getting and retaining the right person as chief executive are:

- defining the attributes you want for the position
- considering a range of people
- carefully reference-checking the preferred candidates
- getting the full governing body to meet the leading candidates and make the final decision
- providing the successful person with a clear job description and proper formal induction process.

Performance evaluation

The governing body should adopt a process whereby all the members are involved in the chief executive's evaluation. Good performance evaluation should:

- involve evaluation only against previously-agreed performance criteria and only covering matters the chief executive has been given full operational authority over
- be continuous – regular, informal feedback is most effective and should be positive as well as identifying concerns. Regular reports to the board also provide an opportunity for performance evaluation.
- involve additional, more formal 'wrap ups' every three to four months. This also provides a chance to reset expectations if necessary
- include feedback from staff.

Tip: For further information on recruiting and evaluating the chief executive's performance, see *Getting on Board* available from: www.creativenz.govt.nz.

Being accountable to stakeholders

Accountability means explaining to someone what you have done and are doing. Depending on an organisation's size and purpose, the governing body will be accountable to a number of stakeholders for a variety of items and actions, and will be held accountable via these main avenues:

- the annual general meeting (AGM)
- the annual report
- reports to funders – reporting that any money provided was used as agreed, and how it was used
- other open meetings or consultations.

Communication with all stakeholders (e.g. iwi, local community, government regulators, etc) is important. They need a clear and accurate view of where your organisation is going, how it's performing and reassurance that the governing body is operating in the best interest of the organisation and meeting their legal obligations. As a minimum, the governing body should allow time at the AGM to give all stakeholders the opportunity to ask questions. It may also be beneficial to develop communications plans to ensure ongoing communication with stakeholders (see Section 11 – Communications).

Risk management

Risk management involves the governing body identifying any obstacles, events or changes that might prevent the organisation from reaching its goals and making sure strategies are in place that will minimise or eliminate any negative impacts. All risk management begins with three simple questions:

1. What might go wrong?
2. What can we do to prevent it?
3. What will we do if it happens?

A governing body should begin developing its risk management strategies by answering these questions, building up a set of written policies that will help the organisation:

- protect itself from legal liability
- better manage and maintain its assets (and possibly lower its insurance premiums)
- improve its stakeholders' perception of the group
- make better informed decisions

There is a wide range of risk management strategies that a governing body might need to consider, such as reports on incidents in the workplace, good-practice rules, and ongoing staff and governing body training. A governing body should pay particular attention to risk management around financial matters and legal compliance. Risk needs to be taken seriously even if the chances of something going wrong appear slim, so it's a good idea to appoint a member of the organisation as risk manager or set up a risk management committee.

Tip: For more information on risk management, see CommunityNet Aotearoa's Risk Management How-to Guide: <http://www.community.net.nz/how-toguides/riskmanagement/>

Policy development

Policies are the guiding principles by which an organisation is run. They are the official statements that put into writing the way things are to be done within the group. It's the governing body's responsibility to develop their governance policies, to ensure they are being carried out, and to review them regularly so that they remain appropriate for the organisation.

There are a number of policies an organisation should consider having. Which of them you need will depend on your organisation's objectives, needs and resources, but generally, the policies fall under these main categories:

- **governance and management** – e.g. governing body/chief executive relationship, financial management, risk management and planning policies
- **advocacy and representation** – e.g. communications, relationships and Treaty of Waitangi policies
- **human resources** – e.g. volunteer, recruitment/induction, Equal Employment Opportunities and occupational safety and health policies
- **operations and administration** – e.g. information management, record-keeping, grants and sponsorship, Internet usage and vehicle policies.

Tip: For more information on policies, refer to Section 5 – Policies. For some sample board policies see CommunityNet Aotearoa's Governance and Management How to Guide at: <http://www.community.net.nz/how-toguides/governancemanagement/Templates/> .

Governing body officers

Who are they?

There are usually three officers (also called office holders or office bearers) within an organisation's governing body who will have additional, specific roles over and above their general roles. They are a:

- **chairperson** (sometimes known as chair or convenor) – in charge of leading the board or committee and representing the organisation
- **treasurer** – in charge of keeping the organisation's finances healthy
- **secretary** – in charge of administration.

The specific duties of a chairperson, treasurer and secretary are dealt with later.

Powers, duties and liabilities

General powers and duties

An organisation's constitution should set out the functions, duties and powers of each of the officers. In addition to their specific duties, all three officers have a general duty to:

- act in good faith and in the organisation's best interests
- take reasonable care in exercising their duties.

General liabilities

Apart from the usual potential liability of an officer committing any crime, e.g. theft, officers may also be personally liable if they act outside the organisation's rules and objects, such as breaches of trust or failure to perform their fiduciary duty (acting in the best interests of the assets they are in charge of).

An officer can also be exposed to potential financial penalties if the organisation's affairs are conducted in breach of its governing Act. For example, each officer of an incorporated society can be fined up to \$1,000 for failing to deliver any document requested by the Registrar of Incorporated Societies for inspection.

Specific duties of a chairperson

The role of the chairperson (also called the 'chair', 'chairman' or 'convenor') is a crucial one. In addition to his/her general governing body duties, the chairperson, together with the chief executive, represents the organisation to its various stakeholders, the financial community and the general public. Essentially, the chair is the key link between the governing body and management.

The main responsibilities of a governing body chairperson are to:

- lead strategic planning
- manage relationships
- ensure risks to the organisation are managed
- monitor the chief executive's performance
- ensure that all governing body members can contribute to debate and decision-making
- manage governing body processes.

More specifically, the chairperson is expected to:

- conduct efficient governing body meetings (see the following information on Managing governing body meetings)
- set annual meeting timetables
- prepare meeting agendas
- manage the distribution of papers in advance of governing body meetings
- ensure accurate recording of meeting decisions
- liaise with the chief executive outside scheduled governing body meetings
- establish governing body committees (sub-groups of the full board) for specific tasks and define their terms of reference
- instruct the auditor in the absence of a finance committee
- attend committee meetings where appropriate
- make sure the governing body's resources are being well and appropriately used.

The process for appointing a chair varies according to the constitution of the organisation.

Specific duties of a treasurer

The treasurer oversees the financial administration of an organisation and reports to the governing body. He/she is responsible for the group's finances, making sure they are clearly accounted for and that all reporting requirements are met. This means ensuring the organisation is currently in a healthy financial state, and also assuring its ongoing viability.

The treasurer's tasks may include:

- ensuring that the finances of the organisation are managed appropriately
- making recommendations to the governing body about income and expenditure, investments and debts
- keeping records of all incoming and outgoing payments
- reviewing the annual statement of financial performance (profit and loss) and statement of financial position (balance sheet)
- ensuring that the annual audit process is undertaken in a timely fashion according to legal requirements
- providing regular financial statements to the governing body and providing explanations where required
- drawing up the annual budget in consultation with staff and other governing body members
- ensuring that sufficient funds are available at all times to support the organisation's liabilities.

In small community organisations, the treasurer may be responsible for doing the banking, paying bills and tracking income and expenditure throughout the year. In larger community organisations many of these basic administrative duties will be done by staff, such as a financial administrator, but the treasurer will always have the final responsibility for ensuring that sufficient funds are available and the necessary processes for reporting are in place.

Tip: For further details of the financial duties of the treasurer, see *Section 7 – Financial Management*. <http://www.actcoss.org.au/oik/infosheets/governance/roletreasurer.html>

Specific duties of a secretary

A governing body will sometimes appoint a secretary to carry out certain administrative tasks in addition to his/her general responsibilities.

These tasks can include:

- convening meetings and booking rooms
- dealing with correspondence
- preparing agendas for meetings (in consultation with the chairperson)
- taking the minutes of meetings (although some governing bodies may want to appoint a minute-taker for this task)
- ensuring back-up information is available at meetings where required.

Managing governing body meetings

A governing body meeting should be stimulating and fun, as well as productive. There should be processes in place to avoid unnecessarily long meetings and to help focus the governing body on the important strategic matters.

Focusing on important strategic matters

A strong focus on important strategic matters can be helped by:

- effective meeting planning and strong meeting management
- appropriate, concise governing body papers
- good preparation by each governing body member
- an atmosphere that allows governing body members to ask probing questions, and
- proactive policy that prevents the governing body from needing to consider everything in an impromptu manner.

Agendas

Creating governing body agendas is not a task that should be delegated to the chief executive – the meeting is a governance not a management forum. The specifics of the agenda will vary from organisation to organisation, but there are three common categories under which agenda items will appear:

- **Regular items** – all meetings commence with the same formal matters: the confirmation of a quorum, recording of attendance and apologies, and the confirmation (or amendment and subsequent confirmation) of the minutes of the previous meeting. Other regular items likely to be included are financial matters compared with budget and the previous year. Such items should be presented in a logical and consistent order to allow for easy comparison with earlier reports and also allow the comparison of actual outcomes against forecasts.
- **Legal matters** – where the governing body has delegated authority it may wish to receive a report on the use of any such delegated power, including approval of major contracts between the organisation and third parties.
- **Periodic items** – these items may include, for example, reviewing strategic plans and setting management goals, approving annual budgets and non-financial performance indicators and annual targets, reviewing the environment, reporting progress to owners through annual financial accounts (or where appropriate six-monthly or quarterly) and risk assessment.

Special agenda items

Special governing body meetings may be needed, or special items may be added, to scheduled meetings which may then be extended. Special agenda items may arise out of key resignations or legislative change etc.

Information provided by the chief executive

The chief executive should provide timely reports on:

- achievement of, or progress towards, strategic goals
- changes in the operating environment
- financial information, and
- the impact of the governing body's policies on its ability to do its job.

Minutes

If the meeting agenda is well set and papers well researched and presented with clear recommendations, they will act as a focus for the chairperson and a change of tense may be all that is required to convert the agenda into minutes.

Tip: For further general information on running successful meetings, see Section 6 – Meetings.

Governing body processes

Recruitment

A governing body's success depends entirely on the people sitting around the table and how they contribute their skills and perspectives to discussion and debate. The right mix of people will ensure the governing body makes good decisions for the future of the organisation. A governing body needs to be made up of people who have the right experience and skills with their own vision of where the organisation is going and how it should get there. It shouldn't just be a collection of people who are friends of the staff and other members.

Finding, recruiting and retaining governing members can be a big challenge for many not-for-profit organisations. However, research shows that the more time you spend on recruiting a governing body member, the better that person is likely to perform.

Some tips for effective recruitment include:

- develop and implement a recruitment programme that includes a nomination, selection and orientation process
- always recruit in person and have a senior member of the existing governing body involved
- think about the skills the group needs and the groups of people who should be represented on the governing body
- always be on the look out for potential members.

Tip: For some examples of board recruitment checklists, see CommunityNet Aotearoa's Governance & Management How-to Guide: <http://www.community.net.nz/how-to-guides/governancemanagement/Templates/> .

Size

The size of the governing body depends on:

- the size of the organisation
- the number of people who can be expected to work effectively together
- the mix of skills needed (e.g. business and financial skills, specialist skills such as social welfare, knowledge of tikanga and whakapapa, etc) and
- the legal, constitutional and representation requirements.

Process for appointment

Who can be appointed as a governing board member and the process for how they are appointed differs for various organisational structures depending on the organisation's governing Act and constitution. Every group should clearly define these things when it creates its founding documents.

Retention

Retention checklist

Once you have your governing body members in place, you must consider the following to make sure the organisation keeps these good people:

- clearly identify the roles and responsibilities of the members
- provide ongoing training and learning opportunities
- ensure meetings are pleasant, focused and constructive
- build trust, respect and communication, and
- have fun!

Induction

All new governing body members should receive a formal induction into their governance role and the organisation's work as a whole. This is so that new members can contribute to the governing body's work as soon as possible.

Induction checklist

The induction for a governing body member can include:

- assigning new members to more experienced ones (mentors)
- staff presentations on the work of the organisation
- meetings with the chairperson (for a governance familiarisation) and with the chief executive/co-ordinator (for an operational familiarisation)
- providing new members with a governing body manual. This manual may include:
 - governing body policies and procedures
 - members' job descriptions and responsibilities
 - the group's organisational plan, strategic plan and mission statement
 - current membership details
 - governing body meeting details (e.g. dates, times, venues, duties, expectations) and
 - audited accounts for the last few years.

Tip: For some examples of board (governing body) induction/orientation checklists visit CommunityNet Aotearoa's Governance & Management How-to Guide: <http://www.community.net.nz/how-toguides/governancemanagement/Templates/>

Succession planning

Each governing body should develop a succession plan for selecting and replacing elected and appointed governing body members and office holders.

Succession planning checklist

Succession planning can be as simple as:

- reviewing the governing body's performance and composition
- maintaining a 'needs matrix' and a current profile for each governing body position. A needs matrix is where existing governing body members are invited to comment on the skills, experience and attributes they feel the governing body needs as a whole, and
- maintaining a list of prospective members.

Tip: For more information on board succession, visit Our Community: http://www.ourcommunity.com.au/boards/boards_helpsheet.jsp?articleId=1330

Self-evaluation

It's good governance practice to regularly assess the governing body's performance. A review should be done at least yearly, and can be led by an outside consultant or managed internally by the governing body through a structured discussion. These evaluations are an opportunity to check that the governing body is fully on track, and to see if there are opportunities for change that could give better results.

Self-evaluation checklist

The performance of a governing body will always differ from group to group, but some basic questions a governing body should ask itself during a self-evaluation are:

- what is the state of relationships with stakeholders?
- how well is the strategic plan linking to the work within the organisation?
- do we agree on what things we should be doing and whether we are doing them well?
- did we allocate appropriate time to the right things throughout the year?
- are all legal requirements being met?
- are our staff and members satisfied?
- are our meetings well run and the information we receive sufficient?
- are our various committees working well and do they have the right relationship with the rest of the governing body?
- do the governing body members feel their skills are being used and their contribution valued?
- how is the chairperson performing in his/her role?
- do we have a good relationship with the chief executive?

Tip: For a sample governing body self-evaluation checklist, visit CommunityNet Aotearoa's Governance & Management How-to Guide: <http://www.community.net.nz/how-toguides/governancemanagement/Templates/>

Where to go for more information

Online resources

1. **ComunityNet Aotearoa's Governance and Management How-to Guide** (<http://www.community.net.nz/how-toguides/governancemanagement/>) . A guide to help organisations establish effective practices and policies to develop and maintain good governance.
2. **Effective Governance** Te Puni Kōkiri – Ministry for Māori Development (<http://governance.tpk.govt.nz/>) . A resource for directors and trustees of Māori organisations. Includes summaries, useful resources, case studies and templates.
3. **Not-for-profit Sector Governance**, New Zealand Institute of Chartered Accountants (<http://www.nzica.com/AM/Template.cfm?Section=Governance&Template=/CM/HTMLDisplay.cfm&ContentID=8470>) . Information on the key elements of governance for not-for-profit organisations.
4. **Good Governance Guides**, Chartered Secretaries New Zealand (http://www.csnz.org/Category?Action=View&Category_id=190) . Guides to corporate governance and governance issues.
5. **Good Practice Guidelines**, Hutt City Council (<http://www.huttcity.govt.nz/Council-Services/Community-Development/Good-Practice-Guidelines/>) . See Section 2: Good governance.
6. **Governance Templates**, SPARC (<http://www.sparc.org.nz/en-nz/our-partners/Developing-Capabilities/Governance-Templates/>) . Templates for various governance and board processes. See also **Club Kit** (<http://www.sparc.org.nz/en-nz/communities-and-clubs/Toolkit-for-Clubs/>) . *Running Your Club – Committees, Roles and Meetings*.
7. **Boards, Management Committees and Governance (AUS)**, ACT Council of Social Services (<http://www.actcoss.org.au/oik/sections/boards.html>) . Governance information and tools for community sector board or management committee members.
8. **Governance Issues (AUS)**, PilchConnect (<http://www.pilch.org.au/governance/>) . Resources to assist community organisations with good governance practices.
9. **Boards, Committees & Governance Centre (AUS)**, Our Community (http://www.ourcommunity.com.au/boards/boards_main.jsp) . Help for community groups and their board/committee members to build a better board and be a better board member. Also see *Modern Governance and Community Groups* (http://www.ourcommunity.com.au/management/view_help_sheet.do?articleid=735) .
10. **Developing Your Board Wiki (AUS)**, Queensland University of Technology (<https://wiki.qut.edu.au/display/CPNS/DYB+Home>) . A collection of non-profit governance resources and developmental resources for boards and board members.
11. **Tipu Ake: An Organic Leadership Model for Innovative Organisations** (<http://www.tipuake.org.nz>) .
12. **Free Complete Toolkit for Boards (US)**, Free Management Library (<http://managementhelp.org/boards/boards.htm>) . Covers all aspects of board operations and governance.

13. ACT Council of Social Services: <http://www.actcoss.org.au/oik/infosheets/governance/roletreasurer.html> .
14. SPARC's Nine Steps to Effective Governance: <http://sparc.org.nz/en-nz/our-partners/Developing-Capabilities/Publications/> .
15. Getting on Board, Creative New Zealand: <http://www.creativenz.govt.nz/> .

Other resources

1. **North Shore Community and Social Services' Community Resources – A Governance Tool Kit, Management or Governance – What is the Difference? The Treasurer's Resource Manual, Role of Chairperson, Role of Secretary, Evaluating Your Board's Performance, A Guide To: Successful Meetings, Simple Policy and Procedures Manual.** Booklets available from: <http://www.nscss.org.nz/publications/resources> .
2. **Getting on Board: a governance resource guide for arts organisations,** Creative New Zealand, available from: <http://www.creativenz.govt.nz> . A resource guide and tool kit on good governance practices.
3. **Nine Steps to Effective Governance,** SPARC, available from: <http://www.sparc.org.nz/en-nz/our-partners/Developing-Capabilities/Publications/> . A best-practice guide to quality governance. (See also the accompanying *Resources* publication).
2. **The New Work of the Non-profit Board,** Harvard Business Review, available from: <http://hbr.org/1996/09/the-new-work-of-the-nonprofit-board/ar/1> .